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Board of Advisors to the President

BOA Minutes

2006-11-08

46th MEETING OF THE BOARD OF ADVISORS TO THE PRESIDENT, NAVAL POSTGRADUATE SCHOOL

Wincup, G. Kim



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Board of Advisors to the President, Naval Postgraduate School
1 University Circle, Monterey, CA 93943

8 November 2006

From: Chair, Board of Advisors, Naval Postgraduate School
To: Secretary of the Navy
Via: (1) President, Naval Postgraduate School
(2) Chief of Naval Operations

Subj: FORTY-SIXTH MEETING OF THE BOARD OF ADVISORS TO THE
PRESIDENT, NAVAL POSTGRADUATE SCHOOL

Ref: (a) Public Law 92-463, Federal Advisory Committee Act
(b) SECNAVINST 1524.2B

Encl: (1) List of Board Members and Visitors in Attendance

1. In accordance with references a) and b), the Naval Postgraduate School (NPS) Board of Advisors met on Oct. 17-18, 2006 in Washington, DC. Members in attendance are listed in Enclosure (1).

2. The Board is pleased to report that the NPS is providing an excellent graduate level education to the future strategic leaders of the armed forces of the U.S. and its coalition partners.

3. The Board continues to believe that the choice of the next president of NPS is the number one issue facing the institution today. The Board sent a letter to you on Oct. 18, 2006, immediately at the conclusion of its meeting on this subject.

4. Insights from senior Navy leadership are critical to the Board's ability to provide counsel. We appreciate the time you spent with us to provide your views as Secretary of the Navy on NPS and were pleased to hear your charge to develop a strategic vision for graduate education in the Department of the Navy that integrates across the Navy and Marine Corps, and is consonant with their overarching education strategies, and NPS's role therein. We accept this role with pleasure. It is our judgment the most appropriate manner to do this is in conjunction with the leadership of NPS, and in consultation with NWC and the Navy and Marine Corps MPT&E domains. To this end, the Board has appointed a sub-group that will work with the NPS leadership on this vision, and expects to receive an interim report on this vision in January, as well as hear a fuller presentation on the vision at its meeting in April.

5. During the meeting, the Chief of Naval Personnel asked NPS what role the School could play in developing a better capability to provide modeling and analysis for the Navy's manpower planning process. In particular he was interested in the School's ability to provide fundamental research and development in the field of manpower, as well as develop manpower managers who can balance resources, people and capabilities. The Board has encouraged the NPS leadership to respond on a priority basis, in a manner similar to that done in response to the Commandant's request for assistance in developing a system of systems approach to IED's last year. The NPS can approach this request as has been done in the past with the creation of centers of excellence among other approaches. The Board has encouraged the NPS leadership to provide the CNP an interim report on their planned approach, and the Board will review the plan as a priority item in our next meeting.

6. The Board was pleased to hear a briefing by and have a discussion with VADM Rod Rempt on the subject of the Naval University. The Admiral was generous with his time and the members sincerely appreciate his talking with us about this new concept for the Navy. While we understand the rationale presented by the Superintendent, Board members feel that we need to know more about the details of execution of the concept and its functioning. Based on what we have heard so far, it is the sense of the Board that advantages to NPS are unclear. A couple of reactions are worth our passing along to you, Mister Secretary. First, at least one of our members, a nationally respected university president offers the view that the best university "systems," that is combinations of educational institutions under one flag, have chancellors and staffs who undertake the common drudge work of the institutions and give voice to cooperative planning and budgeting, nothing more. We don't know at this point how the Naval University structure is envisioned to balance those things with policy and planning functions. Second, the Air Force has its Air University (its Commander is a member of the NPS Board) and deliberately excludes the Air Force Academy from the collection of institutions which comprise the University. It would be valuable, in our view, for the Navy to examine the reasons for the Air University being configured that way (since 1947). Third, we wonder about the value of the added overhead, and the size of the staff that will be the main component of that overhead, for a Naval University. As there are virtues to the present arrangement of organizational relationships for NPS and it is unclear from what we have heard that there will be advantages accruing to NPS from a change, we recommend that the substantial questions be resolved before a decision is made to proceed. We look forward to being included in future discussions of the Naval University.

7. In the course of our meetings the subject of the need for flexibility in the delivery of graduate level education for Naval

Officers arose. The Board spent significant time over the two days examining the constraints imposed on the careers of combat arms and warfare specialty officers by the demands of their military specialties. The Board considered the effects of those constraints on the availability of those officers (intended to be the primary targets of graduate education funded by the Marine Corps and Navy) for resident education and the demonstrated difficulty the Services have in carving out the time for continuous study at NPS by their most competitive officers. Therefore, the Board would like to specifically applaud the advances made by NPS in Distributed Learning. The Board believes that the high tempo of Naval operations now and in the future make it unlikely that combat arms and warfare specialty officer careers will permit additional time for resident education. Therefore, NPS should continue to explore, and implement where possible, innovative mixtures of distance learning, short periods of residence learning, delivery of learning at the duty sites of students, and full resident learning. NPS has proven to be a creative, student-centered professional graduate school and this kind of innovation will continue to be one of its principal strengths.

8. While the Board understands that the current Navy sponsored CNA study of the education needs of URLs is focused on reviewing the requirements for war fighting skill development, graduate education is clearly one key emphasis of that study. In view of the parallel tasking by the Secretary of the Navy for NPS to conduct a review of its roles and strategic positioning within the DoD, we strongly recommend that at least one senior member of the Navy education community (USNA, NPS, NWC) be included as a member of the study team to help evaluate the information received in the study and to address impacts and options with respect to graduate education. Additionally, since the study could have future implications on type, duration and sequence of graduate education efforts, this has a potential impact on the Marine Corps and we recommend that the effort include inputs from the Marine Corps as well.

9. The international composition of the student body at NPS is a notable strength. Students of every nation represented at NPS benefit from the diversity of the student body while they study, and sow the seeds for deepening professional relationships across the boundaries of nations as they assume positions of increasing responsibility and authority following graduation. In this regard, two things are of some concern to the members of the Board. First, the opportunities for U.S. officers to participate in an internationally diverse educational setting may be diminished by shifts to educational approaches for them that require less time in residence. To the extent possible, we hope the diverse flavor of the experience provided now by NPS to its U.S. students can be maintained. Second, we note that traditional U.S. allies seem to be underrepresented in the

student body. Recognizing the special position, geographically and influentially, occupied by NPS on the rim of the Pacific, we recommend that additional attention be paid to extending the opportunities for the high quality education provided by NPS to more of our traditional allies, in particular those from NATO and Japan.

10. The Board continued its oversight of the alliance between NPS and the Air Force Institute of Technology. We were briefed on what has occurred to date and will review the items that have been closed to ensure that every reasonable effort is being made to integrate efficiently and maximize the educational resources of these two institutions. Joint research projects are an excellent way to further more cooperation between the institutions. The Board intends to review the relative size of each Service's enrollment at the other's institution to ensure that there is reasonable equivalency within the limits of the programs offered at each.

11. The Board unanimously elected Vice Adm. Lee Gunn, (ret) as the Vice Chairman of the Board.

12. The Board continues to believe that the opportunity to assist the Navy and Marine Corps in providing a quality graduate education program is both a privilege and an extremely important activity. The Board was also particularly appreciative of the leadership that Col. Dave Smarsh and Provost Leonard Ferrari are providing to NPS during this time of transition.

Respectfully submitted,


G. Kim Wincup

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CMC

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NPSBOA Members

FORTY-SIXTH MEETING OF THE BOARD OF ADVISORS TO THE PRESIDENT,
NAVAL POSTGRADUATE SCHOOL
17-18 OCTOBER 2006
WASHINGTON, DC

MEMBERSHIP ATTENDANCE LISTING

Mr. George Conner, Designated Federal Official
Mr. Kim Wincup, Board Chair
Dr. Elisabeth Paté-Cornell
ADM T. Joseph Lopez, USN (Ret)
Dr. Jack Borsting
VADM David Frost, USN (Ret)
VADM Lee Gunn, USN (Ret)
Dr. Graham Spanier
Dr. Robert Fossum
Mr. Walter Anderson
LT GEN Stephen Lorenz, USAF
BGEN Douglas Stone, USMC
RADM Bill Landay, USN
LTGEN Frances Wilson, USMC
VADM John Harvey, USN

Members not in Attendance

ADM Stanley Arthur, USN(Ret)
VADM Lyle Bien, USN(Ret)
Honorable Sean O'Keefe
Maj Gen David H. Huntoon, USA

Invited Attendees

VADM Rodney Rempt, USN, Superintendent, USNA
Brig Gen Paula Thornhill, USAF, Commandant AFIT
Honorable William Navas
Honorable Jay Cohen
CAPT Richard Scudder, USN, Vice Commandant AFIT

Enclosure (1)